



DEPARTMENT OF THE ARMY  
US ARMY SOLDIER SUPPORT INSTITUTE  
10000 HAMPTON PARKWAY  
FORT JACKSON, SOUTH CAROLINA 29207-7025

ATSG-CG

NOV 22 2004

MEMORANDUM FOR ALL Soldier Support Institute (SSI) Personnel

SUBJECT: Policy Memorandum #7 – Equal Opportunity (EO) Complaint Process

1. The EO complaint processing system addresses complaints that allege unlawful discrimination or unfair treatment on the basis of race, color, religion, gender, and national origin. The processing of EO complaints through the unit chain of command is strongly encouraged, but it is not the only channel available to Soldiers to resolve complaints. Attempts should always be made to solve problems at the lowest possible level within an organization.

2. Should the complainant feel uncomfortable in filing a complaint with his/her chain of command, or the complaint be against a member of that chain of command, a number of alternative agencies exists through which the issues may be identified for resolution. Each of these agencies provides expertise in very specific subject areas. Commanders will not preclude Soldiers from using these channels in accordance with the procedures inherent/established by these agencies:

- a. Someone in a higher echelon of the complainant's chain of command
- b. Equal Opportunity Advisor (EOA)
- c. Inspector General
- d. Chaplain
- e. Provost Marshal
- f. Medical agency personnel
- g. Staff Judge Advocate
- h. Housing Referral Office

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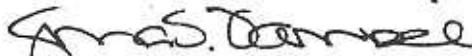
3. Complaints by civilian personnel alleging discrimination should be handled in accordance with the procedure contained in AR 690-600, or as described in Department of Defense and Department of the Army (DA) policy implementing 10 U.S. Code 1561, or as provided for in any applicable collective bargaining agreement.
4. Any complaint that a Soldier, family member, or DA civilian does not wish to file in writing is considered an informal complaint. Informal complaints may be resolved directly by the individual, with the help of another unit member, the commander or other persons in the complainant's chain of command. Typically, those issues that can be taken care of informally can be resolved through discussion, problem identification, and clarification of the issues. An informal complaint is not subject to time suspense nor is it reportable. It is recommended that anyone working on the resolution of informal complaints should prepare a memorandum of record (MFR).
5. A formal complaint is one that a complainant files in writing and swears to the accuracy of the information. Formal complaints require specific actions, are subject to timelines, and require documentation of the actions taken. A brief summary of all formal EO complaints will be provided to me through the chain of command within 72 hours of receipt by the commander or alternate agency. In turn, I will provide notification to the first General Courts-Martial Convening Authority (the Post Commanding General) within 72 hours of the commander's receipt of the complaint. I expect the chain of command to follow the guidelines for investigation and summary as outlined in AR 600-20, Army Command Policy, Appendix E, paragraph E-6.
6. Should a Soldier, civilian employee, or family member believe that they are a victim of discrimination or sexual harassment, they should immediately present their concerns to their chain of command or supervisory chain for resolution. They may contact the respective organizational Equal Opportunity Representative, and/or the SSI Equal Opportunity Advisor at the SSI EO Hotline at 751-8110.
7. Complainants will be protected from acts or threats of reprisal. I will not tolerate any acts of reprisal, or attempts to suppress someone who wants to file a complaint.

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8. The proponent for periodic review of this policy is the SSI Equal Opportunity Advisor.

9. READINESS STARTS HERE!



GINA S. FARRISEE

Brigadier General, USA

Commanding